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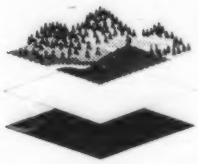

A Component of British Columbia's Land Use Strategy

Land Use Coordination Office

Performance Plan

2001 - 2002

to

2003 - 2004

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Introduction

British Columbians have expressed a desire to maintain their province's exceptional quality of life for generations to come. This desire is based on a shared sense of stewardship responsibility for our natural and cultural assets, including clean air and water and public lands that sustain a wide range of values. British Columbians also share a desire for educational opportunities, high quality jobs and the ability to contribute to the well being of their families and fellow citizens.

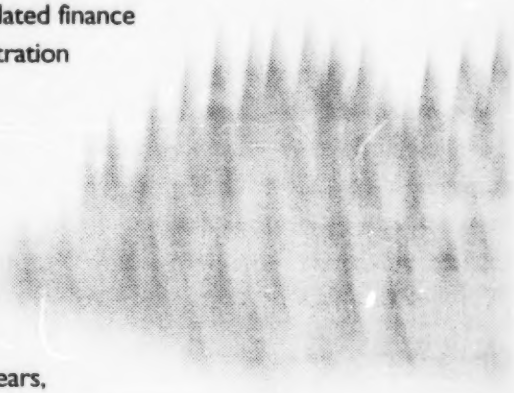
In responding to these desires, the provincial government believes that British Columbians are better off if we can direct energy toward solving our common problems. This vision includes a belief in building relationships, partnerships and community; better understanding the cumulative effects of our actions; and enhancing individual and collective understanding of the environment and its stewardship.

BC's approach to land use decision-making is based on this premise of relationship building and collaboration, combined with a policy of integrated resource management. Experience has shown that the land use strategies that work best have strong commitment from governments, public interest groups, businesses and individuals.

The Land Use Coordination Office (LUCO) was created as a central agency in January 1994 to implement BC's vision for strategic land use planning and to oversee, coordinate, evaluate and report to Cabinet on ministries' work to implement the provincial land use strategy.[1]

In practical terms, LUCO coordinates the Province's role in land use decision-making by supporting or doing the following:

- completing priority strategic plans
- developing tools to assist in implementing the direction contained in land use plans
- monitoring, evaluating and revising land use plans
- mapping and managing resource information
- responding to current/emerging issues
- managing related finance and administration tasks



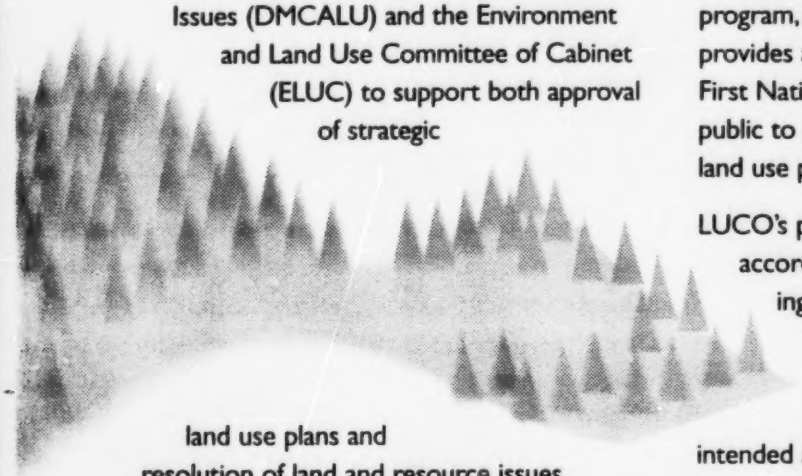
Over the last few years, LUCO has also begun to coordinate planning and management initiatives related to coastal and marine areas under provincial jurisdiction.

Responsibilities and accountabilities for these tasks are usually shared between LUCO and line agencies and assignments are often determined on the basis of the location of available resources.

To accomplish this coordination, LUCO directs the work of seven regional Interagency Management Committee (IAMC)

[1] The provincial land use strategy was developed by the Commission on Resources and Environment (CORE) and was released in 1994. It outlines a vision for land use and resource management in the province that continues to influence strategic land use planning. The strategy consists of five main components: provincial direction on principles, land use goals, and policies on sustainability, participatory planning processes that provide meaningful opportunities for public involvement, coordination between levels of government and provincial government ministries, agencies and initiatives, independent oversight, and effective dispute resolution.

program managers. These program managers work with their IAMC, a committee of senior regional representatives from land and resource agencies, to guide development, implementation, monitoring and amendment of land use plans in their region. LUCO also works with the Assistant Deputy Ministers Land Use and Coastal Committee (ADMLUCC), the Deputy Ministers Committee on Aboriginal and Land Use Issues (DMCALU) and the Environment and Land Use Committee of Cabinet (ELUC) to support both approval of strategic land use plans and resolution of land and resource issues.



LUCO is also responsible for coordinating and delivering government initiatives involving collection, management and use of land and resource information for business and government activities. As chair of the Land Inventory Information Coordinating Committee (LIICC), LUCO delivers the corporate land information strategic plan (CLISP) and manages corporate resources inventory initiative (CRII) funding. LUCO also works closely with the Information, Science and Technology Agency (ISTA) in the development of inter-ministry policy and standards for information management and related technologies.

Because of its status as a corporate/neutral agency, from time to time LUCO is also asked to coordinate significant special projects on behalf of government. LUCO, for example, is currently managing completion of the BC component of the Trans Canada Trail in conjunction with Trails BC and is administering the Muskwa-Kechika Trust Fund. LUCO also manages the Crown Land Use Planning Enhancement (CLUPE) program, through which Forest Renewal BC provides about $3 million annually to assist First Nations, local governments and the public to participate effectively in strategic land use planning.

LUCO's performance plan was prepared in accordance with the planning and reporting requirements of the Budget Transparency and Accountability Act. The plan provides the strategic context for all of LUCO's intended activities over the next three fiscal years. It identifies LUCO's key goals and objectives and provides defined measures by which government and the public can measure LUCO's performance.

Vision

A land base and resource uses that provide a solid foundation for building healthy communities, creating economic opportunities, and maintaining a healthy environment.

Mission

LUCO coordinates the activities of and works cooperatively with provincial government agencies, local governments, First Nations, industry stakeholders, environmental organizations and the general public to successfully develop and implement land use plans, resolve land use issues, and coordinate other special projects as assigned by government.

Values

In delivering its mission, LUCO is guided by the following values:

- Independence and neutrality
- Corporate (government-wide) perspective
- Fairness
- Consultation
- Efficiency and effectiveness
- Responsiveness
- Flexibility/adaptability
- Creativity and innovation

Environmental Scan

Macro/Micro Trends

The following factors may influence the delivery of LUCO's strategic goals:

- continued need for an agency that brings a government-wide or corporate perspective to land and resource management
- continued need for an agency to coordinate resolution of interagency land use issues
- increasing First Nations participation in land use planning
- increasing need for clarity about the relationship between FN treaty negotiations and strategic land use planning
- increasing pressure to complete land use planning quickly across the province
- continued high demand for government to clarify its land use objectives, e.g., future targets for protected areas, etc.
- increasing pressure to more explicitly recognize and address the social and economic benefits and costs of land use planning
- continued international attention on BC environmental issues (e.g., market campaigns and forest certification initiatives)
- increasing emphasis on plan implementation, monitoring and amendment as more plans are completed
- increasing public expectations regarding plan implementation, monitoring and amendment
- changing perception of imbalance in sectoral representation at land use planning tables
- continued high public expectations for meaningful involvement in land use planning
- increasing demand for coastal planning
- increasing expectation for integrated corporate collection and management of land and resource data
- increasing cost for maintaining and enhancing necessary resource information collection and management

- continued pressure from government and ministries to have LUCO lead special projects and/or facilitate resolution of inter-agency issues
- continued budget and staff pressures

Key Challenges and Opportunities

Based on the above trends, LUCO's key challenges and opportunities include:

- supporting First Nations participation in land use planning
- clarifying the relationship between treaty negotiations and land use planning
- completing ongoing land use planning processes and initiating new processes in a timely manner
- managing public/stakeholder expectations regarding "targets" (e.g., 12 per cent protected areas)
- refining quantitative and qualitative measures of the economic costs and benefits of land use planning in BC
- improving the economic/community stability components of strategic land use plans
- exploring new process and representation models
- balancing representation of interests at land use planning tables
- implementing marine protected areas and coastal planning initiatives in partnership with Government of Canada
- addressing increasing demand for integrated land and resource information for business applications
- enabling electronic delivery of government services by developing and maintaining the necessary supporting infrastructure (e.g., corporate warehouse and portals)
- exploring public/private partnerships to fund land use planning and corporate land and resource information management

Key factors that will determine LUCO's capacity to meet these challenges and take advantage of the opportunities are:

- balancing demands placed on staff (LUCO and resource ministries)
- securing appropriate operating budgets and funding (LUCO and resource ministries)
- recruiting and keeping motivated, highly-skilled staff
- enabling LUCO and government agencies to be flexible and creative in adapting to changing priorities

Strategic Goals

Strategic goals express desired future conditions or end results that an organization wishes to achieve. The following strategic goals are consistent with LUCO's vision and mission:

1. Clear understanding of values associated with provincial lands and resources as identified through effective, efficient, balanced strategic land use planning processes.
2. Increased certainty regarding types of activities that can occur in specified areas as identified in zones and objectives defined through land use planning.
3. Balanced approach to environmental protection, economic development and community stability in each plan area that recognizes local, provincial, national and international values.
4. Coordinated government approach to developing land use policy and resolving land and resource issues.
5. Coordinated government approach to inventory, management and electronic delivery of land and resource information.
6. Team-oriented, motivated and highly skilled staff.
7. Knowledgeable and supportive public and stakeholders.

Business Areas

LUCO endeavours to achieve these strategic goals through the activities undertaken in one or more of LUCO's four main business areas:

1. strategic land use planning
2. issues management and decision support
3. corporate land and resource information management
4. special projects

The table on page 6 notes the relationship between LUCO's strategic goals and business areas.

Objectives and strategies for each of LUCO's four business areas are outlined below. Administrative support, communications and budgets and staffing are an integral part of accomplishing all of LUCO's objectives and as such are considered in the statements below rather than being identified as separate objectives within the performance plan.

LUCO Strategic Goals	LUCO Business Areas
1. Clear understanding of values associated with provincial lands and resources as determined through effective, efficient, balanced strategic planning processes.	• Strategic land use planning • Corporate land and resource information management and analysis
2. Increased certainty regarding the types of activities that can occur in specified areas as identified in zones and objectives defined through land use planning.	• Strategic land use planning • Corporate land and resource information management and analysis
3. Balanced approach to environmental protection, economic development and community stability in each plan area that recognizes local, provincial, national and international values.	• Strategic land use planning • Corporate land and resource information management and analysis • Special projects
4. Coordinated government approach to developing land use policy and resolving land and resource issues	• All business areas
5. Coordinated government approach to inventory, management and electronic delivery of land and resource information.	• Corporate land and resource information management and analysis
6. Team-oriented, motivated and highly-skilled staff.	• All business areas
7. Knowledgeable and supportive public and stakeholders	• All business areas

Strategic land use planning

LUCO develops policy for, coordinates, and supports the completion, approval, monitoring, evaluation and amendment of strategic land use plans (land and resource management plans (LRMPs) and CORE regional plans) across the province. Agencies are responsible for implementing approved strategic land use plans.

As of March 2001, strategic land use plans have been completed for 71 per cent of the province and are underway in a further 14 per cent of the province. When the LRMP program was initiated, the intention was to evaluate each plan beginning eight years after its original approval, and complete an amended plan, if necessary, by the end of the tenth year after approval. This plan amendment cycle is scheduled to begin in 2003 with the initiation of a process to evaluate the Kamloops Land and Resource Management Plan (LRMP).

Objectives	Strategies
1. Coordinate completion of balanced strategic land use plans in a timely manner for areas of the province where they are required 2. Coordinate monitoring, evaluation and amendment of approved land use plans on schedule or as required	• Continue using existing principles and policy, amend as necessary • Provide clear direction to land use planning tables on emerging issues (e.g., new protected areas targets, clarifying the relationship between land use planning and treaty negotiations) • Ensure balanced sectoral representation at land use planning tables • Improve economic/community stability components of land use plans • Explore new process models • Provide adequate support to allow staff and stakeholders to effectively participate in land use planning • Communicate regularly with planning table members, government agency staff and the general public on status of planning and required actions • Manage LUCO base and other budget funds to support planning processes and IAMCs

Issues management and decision support

Because it is an independent and neutral agency, on occasion LUCO is asked to help resolve inter-agency land use issues. LUCO also supports the work of numerous inter-agency committees[3], responds to information requests from ministers, deputy ministers, members of stakeholder groups and the general public, and provides input on a wide variety of inter-agency land use and resource management initiatives.

[3] Environment and Land Use Committee of Cabinet (ELUC); Deputy Ministers' Committee on Aboriginal and Land Use Issues (DMCALU); Assistant Deputy Ministers Land Use and Coastal Committee (ADMLUCC); Regional Inter-Agency Management Committees (IAMCs); Integrated Resource Planning Committee (IRPC); Coastal Planning Committee; Marine Protected Areas steering committee

Objectives	Strategies
1. Facilitate timely and balanced resolution of inter-agency land use issues as requested.	• Maintain good working relationships with staff from other agencies
2. Provide timely, accurate, reasoned responses to information requests from ministers, deputy ministers, stakeholders and the general public	• Provide timely support to inter-agency committees • Maintain high level of professionalism
3. Provide timely, reasoned input on inter-agency land use and resource management initiatives• Maintain neutral status	• Maintain flexibility-adjust quickly to new situations

Corporate land and resource information management and analysis

Government and business require accurate land and resource information to make sound decisions about land allocation, economic development and resource use in the province. LUCO has been asked to improve direction, coordination and electronic delivery of land and resource information across government. LUCO chairs the Land Inventory Information Coordinating Committee (LIICC), which prepares government's corporate land information strategic plan (CLISP). LUCO also manages distribution of $3.842 million in corporate resource inventory initiative (CRII) funding which supports collection of planning information and funds activities under the corporate land information strategic plan.

Objectives	Strategies
1. Improve coordination and delivery of corporate government initiatives involving inventory, management and use of land and resource information	• Maintain and implement CLISP • Manage CRII funding • Improve inter-agency collaboration through LIICC and work with !STA
2. Advise and assist LRMPs in developing information strategies, and delivering quality information, planning products and technical support for strategic land and resource use planning, economic development and decision making.	• Establish and manage land use plan registry • Develop web-based access to existing and new planning tools • Produce accurate materials in a timely manner • Develop GIS capability to model economic development opportunities for communities, tourism, etc.

Special projects

From time to time, LUCO is asked to coordinate significant special projects on behalf of government. LUCO is currently responsible for the following:

- managing, in conjunction with Trails BC, the development of the BC component of the Trans Canada Trail, including administering the $5 million allotment from the Transportation Financing Authority to finance trail development and buffering projects
- developing and implementing a federal/provincial Marine Protected Areas Strategy (MPAS), to protect representative areas of BC's marine ecosystems, and continuing development of a federal/provincial coastal planning agreement
- administering the $3 million Muskwa-Kechika Trust Fund, which supports management, research and planning for the Muskwa-Kechika Management Area
- administering the $3.7 million FRBC Crown Land Use Planning Enhancement (CLUPE) program, through a contractual agreement with Forest Renewal BC, to enhance public participation in the province's strategic land use planning program

Each of these projects has its own terms of reference, project plan or other government approved direction that identifies the project objectives and success measures.

Objectives	*Strategies*
1. Complete the project as per terms of reference, project plan or other government approved direction	• Manage finances effectively • Provide administrative, budgeting and human resource support • Manage to timelines and produce credible products • Promote innovative and creative approaches to problem solving

Performance Measures and Targets

A performance measure can be used to indicate the degree of success an organization has in achieving its goals and objectives. Output measures are quantitative measures of the level of service provided by a program, and such measures have been included where possible. Outcome measures gauge the qualitative results/consequences or changes in conditions, behaviours or attitudes that indicate progress toward achievement of a program's mission and goals.

The following are indicators LUCO will use to measure progress toward achieving its goals.

Strategic land use planning

Objectives	Performance Measures		Targets
	Output Measures	*Outcome Measures*	
Coordinate completion of balanced strategic land use plans in a timely manner for areas of the province where they are required	Number of plans initiated	LUCO has support of sectors/agencies for land use planning as indicated in periodic reviews of stakeholders and government agency staff	Initiate 3 plans by end of 2003/04
	Number of plans completed		1-3 plans complete by end of 2003/04
			Maintain high level of stakeholders and agency approval in survey findings
Coordinate monitoring, evaluation and amendment of approved land use plans as per schedule in LRMP policy or as required	Number of plans with established monitoring committees	Ministries implement land use plans.	80 per cent of areas with approved plans have established monitoring committees by end of 2003/04
	Number of plan evaluations/amendments initiated	Resource allocation and use decisions are being made on the basis of land use plans.	1 plan evaluation/ amendment initiated by end of 2003/04
		Continued participation of stakeholders and the public in evaluation and monitoring.	Maintain breadth of stakeholder and public participation in plan evaluation and monitoring activities

Issues management and decision support

Objectives	Performance Measures		Targets
	Output Measures	*Outcome Measures*	
Facilitate timely and balanced resolution of inter-agency land use issues as requested.	Percentage of issues successfully resolved as per objectives.	Agencies and stakeholders continued confidence in LUCO to facilitate resolution of issues as indicated in periodic reviews of affected agencies and stakeholders.	All issues successfully resolved as per objectives.
			Maintain level of confidence in LUCO as balanced facilitator.
Provide timely, accurate, reasoned responses to information requests from Ministers, deputy ministers, stakeholders and the general public	Percentage of responses provided	Ministers', deputy ministers', stakeholders' and public's continued confidence in LUCO as source of timely, credible information as demonstrated by periodic reviews	Respond to all information requests on topics for which LUCO is responsible.
			Maintain level of confidence in LUCO as source of timely, accurate, reasoned information
Provide timely, reasoned input on inter-agency land use and resource management initiatives	Responses are provided	Other agencies' continued confidence in LUCO as a source of timely, reasoned input as indicated in periodic reviews of agencies requesting input	Respond to all requests for information on topics for which LUCO is responsible.
			Maintain level of confidence in LUCO as source of timely, reasoned input

Corporate land and resource information management and analysis

Objectives	Performance Measures		Targets
	Output Measures	*Outcome Measures*	
Improve coordination and delivery of corporate government initiatives involving inventory, management and use of land and resource information	Number of projects identified in annual CLISP work plan completed	Agencies' continued confidence in LUCO/LIICC's competence in delivering CLISP	4-6 projects completed annually Maintain high level of agency confidence in LUCO/LIICC's delivery of CLISP
Advise and assist LRMPs in developing information strategies, and delivering quality information, planning products and technical support for strategic land and resource use planning, economic development and decision making	Number of LRMP and other planning processes provided with planning information management, GIS support and analysis	Planning tables', other agencies' and the public's continued confidence in LUCO's provision of both corporate direction for LRMP information management, and quality plan information and products	Maintain support activities for 3 new plans and all ongoing and completed plans Maintain high level of confidence in LUCO's provision of corporate direction and information

Special projects

Objectives	Performance Measures		Targets
	Output Measures	*Outcome Measures*	
Complete the project as per terms of reference, project plan or other government approved direction	See project terms of reference, project plan or other government approved direction		

Consistency with Government Strategic Plan

Government Objectives	Key LUCO Priorities
• Safeguarding BC's Natural Heritage • Improving Quality of Life	• Analyze gaps in ecosystem representation • Identify recommended protected areas through land use planning • Initiate new strategic land use plans • Complete existing plans
• A Modern Economy That Works for Everyone	• Continue land use planning to define land base for economic development • Continue to improve coordination and electronic delivery of corporate government initiatives involving inventory, management and use of land and resource information • Ensure balanced representation at land use planning tables • Refine current planning process to give added emphasis to economic objectives • Continue to explore opportunities for funding partnerships • Provide clear direction to land use planning tables on emerging issues

Resources

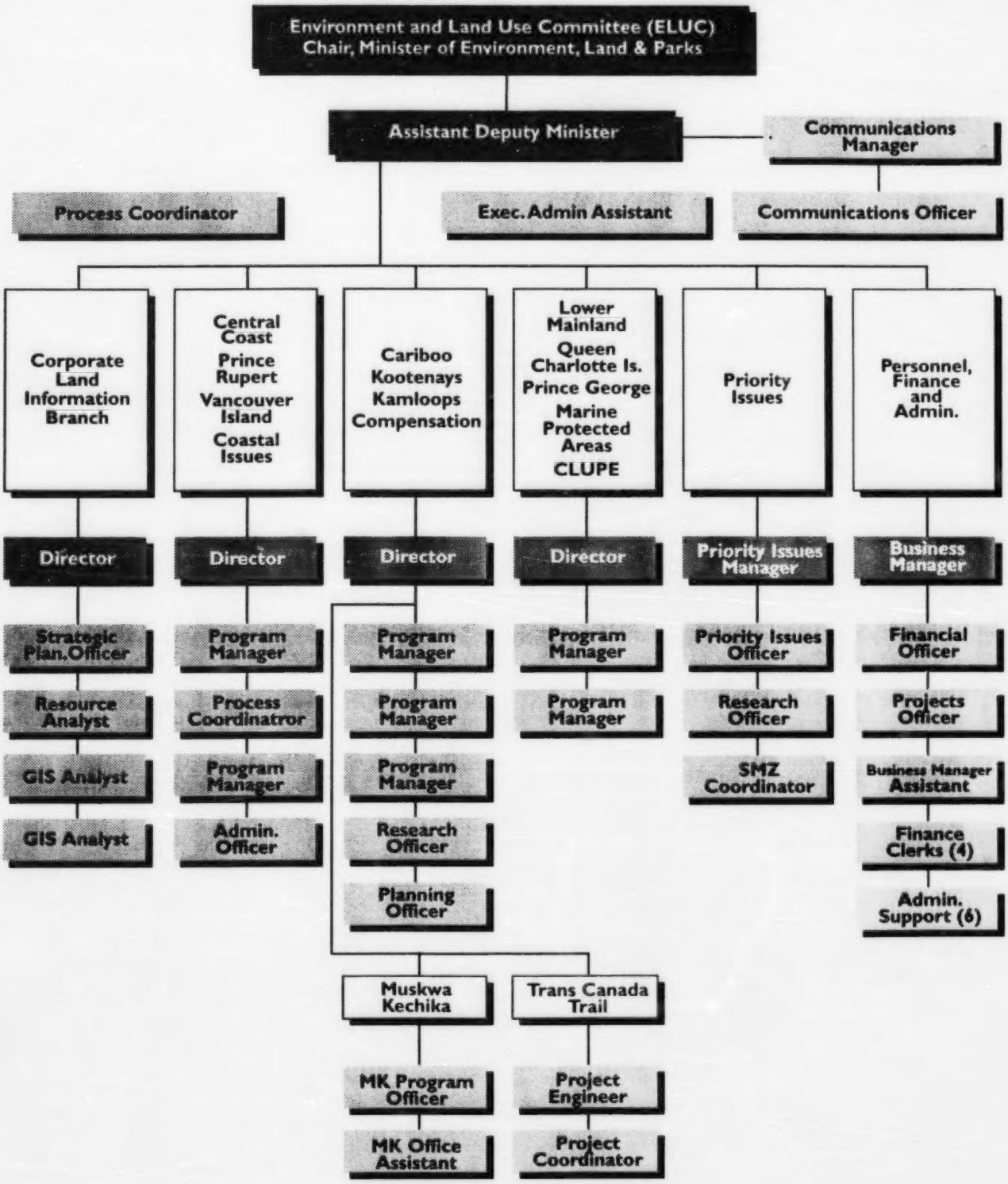
LUCO's operating base budget for 2001/02 will be $4.290 million, and for 2001/02 LUCO has 47 FTEs.

LUCO base funds are utilized for LRMP process support, staff training, communications and administration of Inter-agency Management Committees (IAMCs).

LUCO is also responsible for managing:

- $3.842 million in 2001/02 for the Corporate Resources Inventory Initiative (CRII) (voted appropriation)
- $3 million in 2001/02 for the Muskwa-Kechika Trust Fund (trust fund established under the Muskwa-Kechika Management Area Act)
- $5million over five years for the BC component of the Trans-Canada Trail (money recovered from the Transportation Financing Authority)
- $3.7 million in 2001/02 for the Crown Land Use Planning Enhancement (CLUPE) program (money recovered from Forest Renewal BC)

Organization Structure



Glossary of Terms

(Adapted from BC Government Guidelines for Performance Plans 2001/02)

Business Area:

A set of key activities/programs/budget areas related to the purpose, role, and mandate of the ministry. Most ministries will have three to five key business/program areas while larger ministries can have more.

Environmental Scan:

The environmental scan provides a ministry with critical information for thinking about, deciding upon, and preparing its future course of action. It provides an internal assessment of the ministry's strengths and weaknesses and examines factors within the ministry that can positively or negatively affect its ability to accomplish its mission, goals and objectives. It also provides an assessment of external forces that can have a significant impact on the ministry.

Goal:

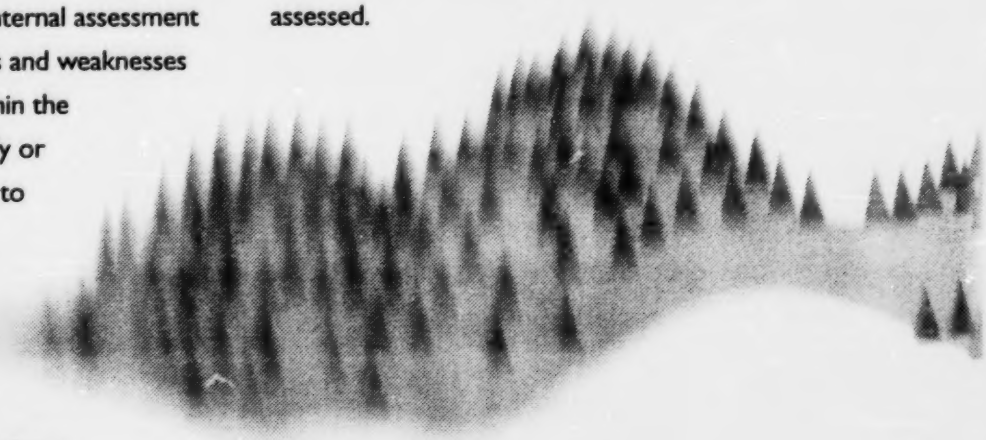
Goals are the ends that the ministry (or a business/program area) wants to achieve in fulfilling its mandate and mission. They must be both realistic and achievable.

Mission:

The mission statement provides the reason for the ministry's existence. It identifies what the ministry does, why it does it and for whom. It also reminds everyone-the public and other government entities-of the unique purposes promoted and served by the ministry. Ministry goals, objectives and strategies must be consistent with its mission statement.

Objectives:

Objectives are concise, realistic, result-oriented statements of the results that a ministry (or program) achieves along the way toward accomplishing its goals. They must be stated in a way that clearly communicates what is to be achieved and measured or assessed.



Outcome Measure:

Measure the results/consequences or changes in conditions, behaviours or attitudes that indicate progress toward achievement of a program's mission and goals. Outcomes may be immediate, ultimate or somewhere in-between.

Output Measure:

A measure of the level of service provided by a program, i.e., what came out of a program or service and how much. The measurable unit can be a number, percentage or ratio.